

SPECIAL BULLETIN

O F F I C E O F T R A I N I N G

No. 4-74

Date: 13 February 1974

To: All Training Officers of the Agency

INTELLIGENCE PRODUCTION COURSE (IPC)

The Functional Training Division of the Office of Training announces another offering of the Intelligence Production Course to begin on 18 March 1974 and run for approximately seven weeks. This course is designed principally for Career Trainees just prior to their permanent assignment to intelligence production offices in the Agency. A limited number of junior-level analysts with from one to three years' experience in intelligence research, processing, or collection may now apply for selection on a space-available basis.

OBJECTIVES:

1. To help the young professional become more knowledgeable about all facets of the production of finished intelligence: requirements; sources of intelligence information; processing and storage of intelligence information; analysis, interpretation, and presentation of the finished product.
2. To explain the role of CIA in the intelligence production cycle and the relationships of the Agency with other components of the intelligence community.
3. To afford opportunity for orientation to certain new methodologies in the analysis of intelligence information, including the use of the computer.
4. To help the student understand the role and significance of foreign intelligence support to national security decision-making at the Federal level.

(Over, please)

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PREREQUISITES:

Professionals who are (1) Career Trainees prior to their final assignments, or (2) qualified junior analysts with from one to three years experience. (Preference will be given to those professionals from intelligence production offices). Codeword clearances will be required.

DATE AND TIME:

18 March through approximately 3 May 1974, 0830-1630 hours, 7 1/2 weeks, full-time. (NOTE: This IPC was originally scheduled to begin 19 February 1974.)

LOCATION:

Chamber of Commerce Building, 4600 Fairfax Drive, Arlington, Virginia. No transportation will be provided. Detailed instructions on parking and other data will be mailed prior to the start of the course to those students selected to attend.

REGISTRATION:

Form 73, "Request for Internal Training" must be submitted to OTR/S&RS/RG, Room 1036, Chamber of Commerce Building, by 1 March 1974. These requests will be submitted through the Senior Training Officer of each Directorate. Because of special clearances involved and course planning requirements, Form 73 should include registrant's date and place of birth, Social Security Number, and a brief biographic profile.

FURTHER INFORMATION:

On course content call Functional Training Division, 3532.

On registration call Registration Group, extension 2365.

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INTELLIGENCE PRODUCTION COURSE
(IPC)

Description

This course is designed to help promising young Intelligence Directorate professionals to broaden and deepen their understanding of the methods, problems, and interrelationships of the Intelligence Community. This is accomplished through an examination of the roles of the offices in the Directorate of Intelligence and of related collection, processing, and production components outside the Directorate. In addition, the purposes of finished intelligence and its use in the making of national security policy are explored through visits to the major consumers of finished intelligence.

Designed For

Career Trainees just before permanent assignment, plus selected junior analysts with from one to three years' experience in a Directorate of Intelligence office.

Administrative Data

Conducted By : School of Intelligence and World Affairs

Length : Seven weeks, full-time

Frequency : Twice a year

Place : The class is based in Chamber of Commerce Building, but there are frequent sessions in Headquarters Building and at other locations.

Class Size : 10 - 15


Special Requirements : Special clearances; Form 73, "Request for Internal Training," therefore, should include registrant's date and place of birth, and Social Security number; biographic profile should also be submitted for planning purposes.

Registration : Two weeks prior to beginning of the course
Deadline : to allow time for obtaining necessary clearances.

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QUESTIONS FOR THE DCI (From analyst/trainees in the Intelligence Production Course #2-74)

1. Initially I had the impression that the NIO was to be a substantive authority in his assigned area. However, one of the NIO's speaking to our group stated that he was a "new hand" in the field and relied heavily on analysts with more expertise than he had. Does this indicate that the role of the NIO is that of a coordinator and manager rather than an area specialist? *Both*
2. The supervision of the entire intelligence community is the responsibility of the DCI. However, some organizations, such as NSA, are fiscally responsible only to the Department of Defense. Can anything be done to tighten the DCI's control over such organizations?
3. Since the ideas of National Intelligence Officers and the National Intelligence Daily were yours essentially, what is your evaluation of their progress? Are they meeting your expectations? What other programs would you like to see initiated during your tenure? *Yes*
4. Has any thought been given to the eventual impact of the NIO system as it becomes institutionalized and new DCI's are appointed? Many analysts are already concerned that the NIO's are essentially another layer between them and the DCI, a trend that seems likely to accelerate as the system becomes bureaucratized. **ILLEGIB** 
5. What possible pitfalls do you see in the NIO system? For example, is there a danger that each NIO will come to rely upon and task the organization from whence he came, at the expense of other components in the community? A huge body of knowledge has emerged in the field of organizational behavior. Do you feel the Agency might profit by hiring a resident expert in this field who would be able to understand, explain, and foresee problems which might arise between and among the various Agency components and individuals within them? **ILLEGIB** *Ad-*
6. In the last nine months, we have heard many high-ranking people talk of new methodologies and the need to use them in analysis. Most younger analysts, by virtue of their youth, their more modern graduate educations, and a somewhat less rigid outlook on intelligence analysis, believe that new methodologies for intelligence analysis can and need to be developed. However, no one has been able to tell us how an analyst on this job can develop these methodologies, given the restraints of time and skeptical bosses. What are your thoughts on this?

EX-2 IMPDET
CL BY 057173

Let's experiment

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7. Many of the world problems that the Agency needs to look at are essentially socio/economic in character. I'm referring to such problems as food production, climate changes, population growth, urban systems, etc. Yet these problems are being attacked in a piecemeal approach by many different production offices (OPR, OER, OBGI, ORD). In many cases problems are being studied by people without the necessary educational background ILLEGIB or a recent exposure to the many new quantitative methodologies. Do you foresee the eventual formation of a production office or division to look at intelligence-related socio/economic problems? Or do you feel that these problems are outside the purview of the intelligence community?

25X1D

8. In the past it appeared our collection systems, particularly our S&T-developed systems such as our photo and signal collection systems, have been collecting information faster than it could be analyzed. I foresee this happening to an even greater degree with our imagery system. In general what is the Agency going to do in the analysis field to correct this imbalance? And more specifically, do you think the Agency will avoid this problem with the aforementioned new imagery systems?

ILLEGIB

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TO:

| | | ACTION | INFO. | | | ACTION | INFO. |
|----|-----------|--------|-------|----|----------|----------|-------|
| 1 | DCI | | | 11 | LC | | |
| 2 | DDCI | | | 12 | IG | DTR-0132 | |
| 3 | S/MC | | | 13 | Compt | | |
| 4 | DDS&T | | | 14 | Asst/DCI | | |
| 5 | DDI | | | 15 | AO/DCI | | |
| 6 | DDM&S | | | 16 | Ext/Sec | | |
| 7 | DDO | | | 17 | | | |
| 8 | D/DCI/IC | | | 18 | | | |
| 9 | D/DCI/NIO | | | 19 | | | |
| 10 | GC | | | 20 | | | |

SUSPENSE

Date

Remarks:

Sorry I missed the chance of Good questions -
 Re the course, wouldn't a mid-grade analysts' seminar to probe the state of analysis + new developments in the art be a worthwhile approach (GS-14-15 level - 2-3 weeks - at least one product during the course per person taking a course)?

| SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM | | | |
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| OFFICIAL ROUTING SLIP | | | |
| TO | NAME AND ADDRESS | DATE | INITIALS |
| 1 | DTR | | |
| 2 | | | |
| 3 | Chief, FTD * | | |
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| ACTION | | DIRECT REPLY | PREPARE REPLY |
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| CONCURRENCE | | INFORMATION | SIGNATURE |
| Remarks: | | | |
| <p>To #3:</p> <p>We must respond to the Director with some choice words. His idea strikes me as being useful. Two-Three weeks is too long, but a seminar to collect suggestions seems reasonable and may be helpful.</p> <p>* Surprise: 21 May '74</p> | | | |
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| FROM: NAME, ADDRESS AND PHONE NO. | | | DATE |
| DDTR | | | 5/21/74 |
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| OFFICIAL ROUTING SLIP | | | | | |
| <div style="text-align: right;"> Executive Registry 74-3579 </div> | | | | | |
| TO | NAME AND ADDRESS | | | DATE | INITIALS |
| 1 | DCI | | | | |
| 2 | 7-E-12 - Hqs. | | | | |
| 3 | <i>Barbara</i> | | | | |
| 4 | <i>pls. give me a call.</i> | | | | |
| 5 | | | | <i>3245</i> | <i>Rod</i> |
| 6 | | | | | |
| ACTION | | DIRECT REPLY | | PREPARE REPLY | |
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| CONCURRENCE | | INFORMATION | | SIGNATURE | |
| Remarks: | | | | | |
| <p>Bill:</p> <p>Attached are several questions prepared by the students in the Intelligence Production Course, which concludes on Friday. I told the course chairman that the students would have to have questions worthy of your attention--before I would be willing to have such an invitation extended. These are not bad. If your busy schedule permits, they would very much appreciate an opportunity to hear your comments. They are available at the following times this week: Thursday (0900-1030), 2 May; or Friday (AM or PM),</p> <p><i>(I advised that DCI out of town)</i></p> | | | | | |
| FOLD HERE TO RETURN TO SENDER | | | | | |
| FROM: NAME, ADDRESS AND PHONE NO. | | | | DATE | |
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3 May; or we can convene them for a special session with you at your convenience next week or the week following. I know of your interest in improving our training of analysts. This newly revised IPC is more than a stop-gap effort pending the design of an entirely new, comprehensive curriculum for the development of analysts--new as well as old ones. You may find this forum different from others in OTR and a help to you in the further formulation of thoughts and ideas that will provide guidance for OTR in this critical discipline.



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Questions for the DCI

FROM:

25X1A

Course Chairman

EXTENSION

2065

NO.

DATE

30 April 1974

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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DTR

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